



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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March 2011

**Program Outline
&
Participation Requirements
of
The Executive Program on Corporate Management
[EPCM]**

11 – 22 July 2011

1. BACKGROUND OF THE PROGRAM:

AOTS - the Association for Overseas Technical Scholarship - is a non-profit association run with Japanese government subsidies from the Ministry of Economy, Trade and Industry (METI). Since its establishment in 1959, AOTS has been conducting various technical and management training programs in Japan for the people of developing countries. The total number of participants in past AOTS training programs amounts to almost 155,000 from about 170 developing countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries.

At the request of former participants of AOTS training programs as well as the industrial and business circles in developing countries, and to meet the needs for human resource development in Japanese affiliated companies, AOTS has been organizing various training programs.

The Executive Program on Corporate Management (EPCM) is designed as one of AOTS's flagship courses for all the developing countries to learn business management/administration techniques and their underlying ways of thinking which are characteristics of Japanese companies. It was first organized in 1983 to improve the managerial capabilities of corporate executives in developing countries, and the 31st program will be held this year.

2. COUNTRY:

Please refer to [the List of Target countries and Regions](#).
(http://www.aots.or.jp/jp/use/kokunai/pdf/e_taishokoku.pdf)

3. NUMBER OF PARTICIPANTS:

28 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management.
- (2) Participants should be between 25 and 60 years of age, with three years or more of business experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries or region.
- (7) Participants should not be students or armed forces personnel.
- (8) AOTS ex-participants who have recently been awarded an AOTS Scholarship and participated in an AOTS training program in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

- (1) In case of Japanese companies and/or companies that have Japanese capital, persons who are engaged in the duties described in the participation requirements are able to participate in this program without regard to their positions.
- (2) Family members are not allowed to accompany the participants to Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home countries soon after the completion of the program.
- (4) The Guarantee Letter, which is one of the invitation documents to be issued by AOTS, shall be used only for the purpose of obtaining a training visa and shall not be used for any other purposes, such as participants' business.
- (5) The number of participants for the same host company or from the same sending company may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

5-1) Application from host companies in Japan

Please refer to [Application Procedure from Japan](#) (http://www.aots.or.jp/eng/t_prg_j/application.html)

Host companies should apply to AOTS by submitting the required documents to reach AOTS Head Office by

no later than 16 May 2011.

5-2) Application from overseas countries

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office by **no later than 16 May 2011.**

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm×3 cm) (Please write down the applicant's name of the back)
- (3) Brochure of the applicant's company/organization
- (4) Photocopy of a passport, an election card, a driver's license or any other identification document issued by a public organization in the applicant's country containing, in Roman letters, the applicant's name in full, a photo of the applicant and his/her date of birth.
- (5) Pre-Training Report
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (AOTS official form)
The applicant himself or herself is required to submit a form bearing his or her own signature. Either in the absence of agreement, or non-submittance, course participation will not be granted.
- (8) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

The required documents (Application Form, etc.) can be downloaded from the following Website.

http://www.aots.or.jp/eng/t_prg_j/management/documents/documents.html

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 9 June 2011, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 15 as of 16 May 2011, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVE

The objective of the program is to enhance participants' capabilities of corporate management, with utilizing managerial functions, pursuing to upgrade corporate management of their companies as executives.

- KEY BENEFITS

- (1) To help participants gain the insights necessary for corporate executives to change and enhance the corporate quality of their companies using cases and examples of Japanese companies, and
- (2) To enhance participants' capabilities as executives through discussions on corporate philosophy and strategy.

- DURATION

11 – 22 July 2011 (2 weeks)

- CONTENTS

A curriculum emphasizing discussions using a unique case method:

One of the characteristics of the course is the inclusion of many participative sessions using a unique case method along with regular lecture sessions. Participants will be divided into several groups to hold discussions on a topic given by a lecturer. The lecturer will introduce case studies on managerial strategies, business development of a company, etc. Then there will be an overall discussion with all course participants and the lecturer. The discussion will offer a great opportunity for participants to exchange their opinions with other members from different countries under the guidance of their lecturer. The effectiveness of this session has been proved by positive evaluations given by past participants.

Course Design

[Step 1]

First, participants will learn about the characteristics of Japanese companies and actual corporate management practices in Japan.

[Step 2]

Participants will learn corporate management via examining various managerial functions in an organization such as marketing, production, finance and personnel management and also deepen their understanding of managerial policy and strategy through lectures and case studies. A three-day study tour will help participants see actual management practices at Japanese companies and offer them chances to exchange their views with Japanese counterparts.

[Step 3]

Participants will deepen their understanding of each other's corporate culture through discussions with lecturers, Japanese business people and among themselves. At the same time, they will confirm their roles as corporate executives in improving their management practices. At the end of the program, participants will work on a case study and present a corporate strategy from the case.

The typical daily schedule consists of a three-hour morning session and a three-hour afternoon session. Some evening sessions may be organized after dinner.

Please refer to the Tentative Schedule.

- LANGUAGE

All lectures, discussions and company visits will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Dr. Tsuneo Yahagi, Ph.D.
Professor Emeritus, Keio University
Professor, Shobigakuen University

Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), and Ph.D (Most Excellent Ph.D. Thesis Award in management of the year). He has established and managed his own venture businesses as well as ran small and medium sized enterprises. He joined the Graduate School of Business of Keio University as an associate professor. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Executive Vice President of Keio University. He has served as an advisor to many governmental agencies and private companies both in Japan and the United States. He has been serving a bank and several companies listed on Tokyo Stock Exchange as outside board members. He has published many books and articles.

- TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>

<http://www.aots.or.jp/eng/about/center/tkc.html>

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

Please refer to item 7 for further information on accommodation.

**Tentative Schedule
of
The Executive Program on Corporate Management [EPCM]**

11 -22 July 2011 AOTS Tokyo Kenshu Center (TKC)<To Be Determined>

Date	Morning Session	Afternoon Session	
10 July (Sun.)	(Arrival in Japan)		
11 (Mon.)	Orientation Opening Ceremony	LECTURE: Overview of Japanese Economy	Guidance for Final Report Presentation
12 (Tue.)	CASE STUDY: Marketing Strategy - Discussion on management policy and strategy using cases of companies both in Japan and abroad		
13 (Wed.)	CASE STUDY: Production and Operation Management - Discussion on management policy and strategy using cases of companies both in Japan and abroad		
14 (Thu.)	CASE STUDY: Personnel Management and Human Resource Development - Discussion on management policy and strategy using cases of companies both in Japan and abroad		
15 (Fri.)	CASE STUDY: Management Policy and Management Strategy - Discussion on management policy and strategy using cases of companies both in Japan and abroad		
16 (Sat.)	Day off		
17 (Sun.)	Day off		
18 (Mon.)	STUDY TOUR	COMPANY VISIT: Management Strategy -1	
19 (Tue.)		COMPANY VISIT: Management Strategy -2	
20 (Wed.)		COMPANY VISIT: Management Strategy -3	
21 (Thu.)	CASE STUDY: Financial Management - Discussion on management policy and strategy using cases of companies both in Japan and abroad		
22 (Fri.)	Special Lecture by Japanese Corporate Executive	Final Report Presentation Evaluation of the Program Closing Ceremony	
23 (Sat.)	(Departure from Japan)		

Remarks: (1) The above schedule is subject to change due to the convenience of lecturers and cooperating companies, or for other unavoidable reasons.

(2) Several group discussion sessions may be arranged in the evening.

(3) Though Saturday and Sundays are days off in general, lectures may be scheduled if deemed necessary.

7. ACCOMMODATION: <To Be Determined>

During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,500 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,500 in cash per day for meals to cover this day.

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

8. TRAINING COSTS:

8.1) Application from host companies in Japan

In applying for this program, please contact 'Scholarship Administration Group' listed in 10. FURTHER INFORMATION.

8.2) Application from overseas countries

1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee (Contributions from Participant) from the participants themselves.

Participants shall pay the Participation Fee (Contributions from Participant) in cash to AOTS after their arrival in Japan.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan.

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2.

Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

**Please refer to Table 3 "List of Target Countries and Regions"*

2) Breakdown

1. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs is the amount participants should bear.

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

(1) The Contribution to Allowance Costs for the participants from the countries in Category 1 is 25% of the Allowance Costs (2-(1)). The Contribution to Allowance Costs is not set up for the participants from the countries in Category 2.

(2) The Contribution to Course Implementation Costs is ¥93,000 for a 2-week AOTS Management Training Program.

2. Training Costs

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of (1) Allowance Costs, (2) Course Implementation Costs (3) Domestic Travel Allowance.

(1) Allowance Costs

a. International Travel Expenses

- **Participants from China will not have their International Travel Expenses subsidized.**
- Participants will purchase their own round-trip air tickets, concerning which there are no restrictions pertaining to boarding class.
- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for 2011 is shown in Table 2.).
- Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.
- International travel expenses are provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

b. Accommodation and Meal Allowance

At the AOTS Kenshu Center

- AOTS will provide a participant with accommodation to the value of ¥8,500 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥7,700 per day with dinner and breakfast at an AOTS Kenshu Center.

During the study tour

- A participant will be provided with accommodation to the value of not exceeding ¥9,800 per day for their staying outside of the AOTS Kenshu Center, and ¥2,500 per day in cash for meals.

c. Personal Allowance

- AOTS will pay ¥800 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥372,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,900 in cash to a participant for the cost of travel between Narita Airport and AOTS Tokyo Kenshu Center (TKC).

3. The amount to be paid in cash to participants by AOTS

The following allowances and expenses will be paid in cash as per Table 1 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥800 x staying days)
- (3) Meal Allowance for the study tour (**each participant is requested to pay meals during the study tour from this Allowance.**)
- (4) Domestic Travel Allowance

4. Contribution to AOTS's Administration Cost

The Contribution to AOTS's Administration Costs is ¥1,800 per day for the participants from the countries in Category 1, and ¥1,000 per day for the participants from the countries in Category 2, and covers administrative expenses. The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

[Table 1-1] Estimate of the Participation Fee for the Country of Category 1***The amounts and figures for the Fiscal Year 2011 (April 1, 2011 – March 31, 2012)****Country: Thailand****International Travel Expenses: Bangkok - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0.25	48,975	31,925
(2) Contribution to Course Implementation Costs		93,000	93,000
Total		141,975	124,925

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		68,200	0 [1]
b. Accommodation and Meal Allowances			
at the AOTS Kenshu Center @ 7,700 x 1 day =	(Arrival Day)	7,700	7,700 (paid in kind)
@ 8,500 x 10 days =	during the study tour	85,000	85,000 (paid in kind)
Meal Allowance @ 2,500 x 2 day(s) =		5,000	5,000 [3]
Accommodation Allowance @ 9,800 x 2 day(s) =		19,600	19,600 (paid in kind)
c. Personal Allowance @ 800 x 13 days =		10,400	10,400 [2]
Sub Total		195,900	127,700 [A]
(2) Course Implementation Costs		372,000	372,000
(3) Domestic Travel Allowance (Narita Airport - TKC)		1,900	1,900 [4]
Total		569,800	501,600

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	68,200	0
(2) Personal Allowance	[2]	10,400	10,400
	[SUM1]	78,600	10,400
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	1,900	1,900
	[SUM2]	6,900	6,900
Total = [SUM1]+[SUM2]		85,500	17,300

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

4. Contribution to AOTS's Administration Costs

The amount mentioned below covers administrative expenses.

The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

@ 1,800 x 13 days =

23,400

[Table 1-2] Estimate of the Participation Fee for the Country of Category 2***The amounts and figures for the Fiscal Year 2011(April 1, 2011 – March 31, 2012)****Country: Bangladesh****International Travel Expenses: Bangladesh - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course****1. Participation Fee (Contributions from Participant)**

		(Japanese Yen)	
		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0	0	0
(2) Contribution to Course Implementation Costs		93,000	93,000
Total		93,000	93,000

2. Training Costs

		(Japanese Yen)	
		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		127,400	0 [1]
b. Accommodation and Meal Allowances			
at the AOTS Kenshu Center	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
during the study tour	@ 8,500 x 10 days =	85,000	85,000 (paid in kind)
Meal Allowance	@ 2,500 x 2 day(s) =	5,000	5,000 [3]
Accommodation Allowance	@ 9,800 x 2 day(s) =	19,600	19,600 (paid in kind)
c. Personal Allowance	@ 800 x 13 days =	10,400	10,400 [2]
Sub Total		255,100	127,700 [A]
(2) Course Implementation Costs		372,000	372,000
(3) Domestic Travel Allowance	(Narita Airport - TKC)	1,900	1,900 [4]
Total		629,000	501,600

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	127,400	0
(2) Personal Allowance	[2]	10,400	10,400
	[SUM1]	137,800	10,400
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	1,900	1,900
	[SUM2]	6,900	6,900
Total = [SUM1]+[SUM2]		144,700	17,300

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

4. Contribution to AOTS's Administration Costs

The amount mentioned below covers administrative expenses.

The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

@ 1,000 x 13 days = 13,000

Table 2 Standard Airfare Limits (FY 2011)

* Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
Southeast Asia	Indonesia	Jakarta		68,100	Central and South America	Nicaragua			178,700	
		Manado		56,800		* Haiti			200,500	
	* Cambodia			82,500		Panama			192,200	
	Singapore			59,200		Paraguay			166,500	
	Thailand	Bangkok		68,200		Brazil			137,000	
		Chiang Mai		80,600		Venezuela			199,900	
	Philippines	Cebu	Narita			45,100	Peru			159,800
			Kansai			43,500	Bolivia			182,800
			Chubu			44,400	Honduras			163,800
		Manila	Narita			43,800	Mexico	Guadalajara		187,700
			Kansai			36,500		Mexico City		136,500
	Chubu		47,700	Tijuana				112,800		
	Davao	Narita		51,000		Mazatlan			172,000	
	Vietnam			86,100		San Luis Potosi			172,000	
	Malaysia	Kuala Lumpur		72,700		Monterrey			140,700	
		Kota Kinabalu		71,400		Morelia			168,900	
* Myanmar			93,600	Cancun		169,800				
* Laos			69,200	Algeria			168,000			
North east Asia	Mongolia	Ulan Bator	Narita	109,100	* Uganda			86,100		
			Kansai	97,800	Egypt			68,700		
			Chubu	68,000	* Ethiopia			123,200		
Middle Asia	* Afghanistan			239,300	Ghana			182,600		
	Uzbekistan	Tashkent	Narita	169,200	Cameroon			205,300		
			Kansai	156,800	Kenya			82,200		
Kazakhstan			175,100	* Zambia	Lusaka		160,400			
South Asia	India	Calcutta		107,200	Ndola			232,800		
		Cochin		111,300	Zimbabwe			125,100		
		Chennai		103,000	* Sudan			129,400		
		Thiruvananthapuram		125,500	Seychelles			44,400		
		Delhi		102,600	* Senegal			231,900		
		Hyderabad		100,200	* Tanzania			89,700		
		Bangalore		110,500	Tunisia			131,400		
		Mumbai		108,100	Nigeria			129,000		
		Ahmedabad		134,100	* Madagascar			98,900		
	Coimbatore		122,800	* Mozambique			67,800			
	Sri Lanka			55,900	Mauritius			66,900		
	* Nepal			146,500	* Mauritania			125,600		
	Pakistan			79,100	Morocco			180,300		
* Bangladesh			127,400	South Africa			124,400			
* Bhutan			130,200	* Malawi			144,400			
* Maldives			190,300	Libya			47,800			
Oceania	* Samoa			67,400	Middle East	Iran	Tehran		77,200	
	* Vanuatu			99,300			Tabriz		74,200	
	Papua New Guinea			129,000		Jordan			137,600	
	Fiji			70,800		Syria			157,100	
Central and South America	Argentina			188,600	Lebanon			187,800		
	Uruguay			191,700	Ukraine			59,400		
	Ecuador			187,500	Serbia			122,000		
	El Salvador			163,800	Montenegro			113,200		
	Guatemala			163,800	Turkey			90,400		
	Costa Rica			176,100	Macedonia (Former Yugoslav Rep. of)			119,900		
	Colombia			173,800	Croatia			106,000		
	Jamaica			200,500						
	Chile			227,500						
	Dominican Republic			200,500						

Guidelines for Purchase of Air Tickets by the Participant

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

*** If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

Visa Acquisition Procedures:

1. **Status of Residence:**

The status required for your training in Japan is "**Trainee.**"

2. **Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. **Notes:**

- a) **A citizen from a country or area participating in a visa waiver program with Japan** shall additionally apply for and obtain a "Trainee" visa.
- b) **A bearer of a visa other than a "Trainee" visa**, e.g., a "temporary visitor" visa or a "multiple" visa shall additionally apply for and obtain a "Trainee" visa. Please bear in mind that **the existing visa will be nullified in exchange for the "Trainee" visa.**
- c) **A bearer of an APEC business travel card (ABTC)** shall additionally apply for and obtain a "Trainee" visa. This is because the purpose of his or her travel is participation in an AOTS training program.
- d) **Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.**

[Table 3] List of Target Countries and Regions (FY 2011)

Trainees should be citizens of the following countries/regions.

<i>Category 2*</i>	<i>Category 1*</i>		
Afghanistan	Albania	Macedonia, Former Yugoslav	Zimbabwe
Angola	Algeria	Malaysia	
Bangladesh	▪ Anguilla	Marshall Islands	
Benin	Antigua and Barbuda	Mauritius	
Bhutan	Argentina	▪ Mayotte	
Burkina Faso	Armenia	Mexico	
Burundi	Azerbaijan	Micronesia, Federated States	
Cambodia	Barbados	Moldova	
Central African Rep.	Belarus	Mongolia	
Chad	Belize	Montenegro	
Comoros	Bolivia	▪ Montserrat	
Congo, Dem. Rep.	Bosnia and Herzegovina	Morocco	
Djibouti	Botswana	Namibia	
Equatorial Guinea	Brazil	Nauru	
Eritrea	Cameroon	Nicaragua	
Ethiopia	Cape Verde	Nigeria	
Gambia	Chile	Niue	
Guinea	China	Pakistan	
Guinea-Bissau	Colombia	Palau	
Haiti	Congo, Rep.	Palestinian Administered Areas	
Kiribati	Cook Islands	Panama	
Laos	Costa Rica	Papua New Guinea	
Lesotho	Côte d'Ivoire	Paraguay	
Liberia	Croatia	Peru	
Madagascar	Cuba	Philippines	
Malawi	Dominica	Serbia (incl. Kosovo)	
Maldives	Dominican Republic	Seychelles	
Mali	Ecuador	South Africa	
Mauritania	Egypt	Sri Lanka	
Mozambique	El Salvador	▪ St. Helena	
Myanmar	Fiji	St. Kitts-Nevis	
Nepal	Gabon	St. Lucia	
Niger	Georgia	St. Vincent and Grenadines	
Rwanda	Ghana	Suriname	
Samoa	Grenada	Swaziland	
Sao Tome and Principe	Guatemala	Syria	
Senegal	Guyana	Tajikistan	
Sierra Leone	Honduras	Thailand	
Solomon Islands	India	▪ Tokelau	
Somalia	Indonesia	Tonga	
Sudan	Iran	Tunisia	
Tanzania	Iraq	Turkey	
Timor-Leste	Jamaica	Turkmenistan	
Togo	Jordan	Ukraine	
Tuvalu	Kazakhstan	Uruguay	
Uganda	Kenya	Uzbekistan	
Vanuatu	Kyrgyz Rep.	Venezuela	
Yemen	Lebanon	Viet Nam	
Zambia	Libya	▪ Wallis and Futuna	

▪ Territory.

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia
- Antigua and Barbuda, Barbados, Oman and Trinidad and Tobago will graduate from the List in 2011

Developing Countries (Category 1):

Of the DAC list stipulated by DAC (The DAC List of ODA Recipients Effective from 2009 for reporting on 2008, 2009, 2010), these are developing countries and regions other than the "Least Developed Countries", and countries and regions that have been recognized by the Japanese government as target countries for ODA.

Least Developed Countries (Category 2):

These are the least developed countries on the DAC list.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs Division,
The Association for Overseas Technical Scholarship (AOTS)
Department in charge: General Affairs Group, General Affairs Div., AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho@aots.or.jp
- (2) Use of Personally Identifiable Information
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit <http://www.aots.or.jp/eng/privacypolicy.html>.

10. FURTHER INFORMATION:

AOTS HEAD OFFICE

Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Scholarship Processing Group	Tel: 81-3-3888-8214
Scholarship Administration Division	Fax: 81-3-3888-8242
	E-mail: shouhei@aots.or.jp

Application from host companies in	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Scholarship Administration Group	Tel: 81-3-3888-8221
Scholarship Administration Division	Fax: 81-3-3888-8242

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Pre-training Report
 - The Executive Program on Corporate management -
 [EPCM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

The report form is available here in an MS-Word format

(<http://www.aots.or.jp/jp/documents/ptr/11epcm-e.doc>).

1. Your name	
2. Name of your country	
3. Name of your company/ organization	
4. Outline of your company/ organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	